

**CONFIDENTIAL**

DD/A Registry

77-6139

Executive Registry

77-2318/4

MEMORANDUM FOR: Director of Central Intelligence

VIA: Acting Deputy Director of Central Intelligence

FROM: Michael J. Malanick  
Acting Deputy Director for Administration

SUBJECT: Visit of Brookings Institution's  
Conference of Business Executives on  
18 November 1977 (U)

1. (U) Action Requested: This memorandum provides background information for your participation in the briefing of the Brookings Institution's Conference of Business Executives on Federal Government Operations on Friday, 18 November.

2. (U/AIUO) Background: The Brookings Institution's Conference of Business Executives on Federal Government Operations visits CIA eleven times a year for a luncheon and briefing. The Brookings Conference participants, who are senior executives in major U.S. corporations, have been in Washington for a week-long discussion of "governmental processes and the means by which public policy issues are defined and resolved." They meet with representatives of the three branches of government and groups from the private sector. Their visit to CIA, which is the last event of the week, follows morning briefings at the Pentagon.

CIA officers, selected for a range of expertise, participate in the luncheon as table hosts and in the briefing as "discussants." The briefing consists of a 15-minute overview by a host/moderator, usually a Deputy Director or Associate Deputy Director, on the make-up of the Intelligence Community, the principal functions of its members, the main elements of the intelligence process, and the procedures of oversight. Mr. Ernest Zellmer, Associate Deputy Director

Downgrade to AIUO  
Upon Removal of Attachment 1

**CONFIDENTIAL**

DD/A Registry  
77-2318/4

**CONFIDENTIAL**

**SUBJECT: Visit of Brookings Institution's Conference on  
Business Executives on 18 November 1977 (U)**

for Science and Technology, will serve as host/moderator on Friday. A question-answer period follows, with questions being referred, as appropriate, by the host to the discussants. An effort is made to have this discussion period as informal as possible. The Brookings groups are briefed in advance on the nature of the expertise on hand, which varies with each briefing.

The briefing is unclassified but off the record.

There is attached for your information: (1) a list of the CIA participants in the luncheon and briefing, and (2) a copy of the Brookings Conference brochure. Section 1 lists the Brookings participants; Section 4 gives their biographies. Section 2 describes the week's program. The Brookings Conference Chairman, who will escort the group, is Mrs. Sally Ehrle. Mrs. Ehrle's biography is in Section 3 of the brochure.

25X1A

3. (U) Recommendation: It is recommended that you join the group in the DCI Conference Room at 1320. [REDACTED] Special Programs Officer, will call for you at that time. It is suggested that you welcome the group, make a few statements about changes in the role of the DCI under Executive Order 11905, and invite two or three questions. In your welcoming remarks, you might wish to mention the eleven-year history of CIA's involvement in this program and refer, in a general way, to the help that American businessmen have often rendered our intelligence effort in the past. The Brookings visitors are usually active questioners.

/s/ Michael J. Malanick

Michael J. Malanick

**Attachments:**

- 1 - List of CIA Participants (C)
- 2 - Brookings Conference Brochure (U)

**Distribution:**

- Orig & 1 - DCI, w/atts
- 1 - ADDCI, w/atts
- 1 - ER, w/atts
- 1 - A/DCI/PA, w/atts
- 1 - ADDS&T, w/atts
- 2 - ADDA, w/atts *Chromo, Subject*

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25X1A

**CONFIDENTIAL**

SUBJECT: Visit of Brookings Institution's Conference of  
Business Executives on 18 November 1977 (U)

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ORIGINATOR:

  
Harry E. Fitzwater  
Director of Training

DATE: \_\_\_\_\_

17 NOV 1977

**CONFIDENTIAL**

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Approved For Release 2001/09/04 : CIA-RDP80-00473A000300030003-7

**Next 1 Page(s) In Document Exempt**

Approved For Release 2001/09/04 : CIA-RDP80-00473A000300030003-7

*Please return to  
Office of Training/  
Special Programs Office.*

*The Brookings Institution*



*Advanced Study Program*

*executive education in government, business, and public policy*

CONFERENCE

FOR BUSINESS EXECUTIVES

ON FEDERAL GOVERNMENT OPERATIONS

November 13 - 18, 1977

CONFERENCE FOR BUSINESS EXECUTIVES  
ON  
FEDERAL GOVERNMENT OPERATIONS

November 13 - 18, 1977

P R O G R A M

Advanced Study Program  
The Brookings Institution  
1775 Massachusetts Avenue, N. W.  
Washington, D. C. 20036

CONTENTS

FOREWORD

ADVISORY COMMITTEE ON BUSINESS PROGRAMS

TAB 1            LIST OF PARTICIPANTS

TAB 2            SCHEDULE OF DISCUSSION SESSIONS

TAB 3            BIOGRAPHICAL INFORMATION ON  
THE SPEAKERS AND CHAIRMAN

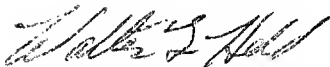
TAB 4            BIOGRAPHICAL INFORMATION ON  
THE PARTICIPANTS

FOREWORD

The conference in which you are about to participate continues an educational endeavor begun some sixteen years ago by The Brookings Institution to meet a continuing need of senior corporate executives. That need, simply stated, is to reassess one's business leadership responsibilities against the broader social, economic, and political issues that confront American society.

Toward that end, the conference is designed to help current and emerging leaders from the national business community acquire balanced perspectives on the operations, problems, and policy issues of the Federal Government. The program consists of an intensive schedule of informal and off-the-record discussions with a cross-section of legislative and executive officials and with knowledgeable observers of government. Resource leaders are presented, not necessarily to provide answers to the issues discussed, but to stimulate critical thought. Participants are expected to raise and discuss the questions, issues, and problems which they themselves find instructive, significant, or disturbing.

I hope that in exchanging views with resource leaders and your colleagues, you will gain a fuller awareness of the public policy environment in which business is challenged to survive and grow.



Walter G. Held  
Director  
Advanced Study Program  
The Brookings Institution



ADVISORY COMMITTEE ON BUSINESS PROGRAMS

MARVIN BOWER  
Director  
McKinsey & Company, Inc.  
245 Park Avenue  
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FLETCHER L. BYROM  
Chairman of the Board  
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The Brookings Institution  
April 1, 1977



CONFERENCE FOR BUSINESS EXECUTIVES  
ON  
FEDERAL GOVERNMENT OPERATIONS

November 13 - 18, 1977  
Washington, D.C.

LIST OF PARTICIPANTS

JOSEPH T. AMBROZY  
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*not a  
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-3-

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Operation  
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Manager, Residuals/LPG  
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Vice President - Administration  
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Director, Advanced Weapons Programs  
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BROOKINGS STAFF

Sally A. Ehrle  
Chairman of Seminars

~~Gilberta Avila~~  
Conference Assistant



SUNDAY, NOVEMBER 13, 1977

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12:15 p.m.  
Embassy Hall  
Hotel Dupont Plaza

RECEPTION

12:45 p.m.  
Embassy Hall

LUNCHEON

THE FEDERAL DECISION-MAKING PROCESS

Fordyce W. Luikart  
Consultant  
Advanced Study Program  
The Brookings Institution

An analytical framework for examining the nature and characteristics of the federal decision-making process.

4:00 p.m.  
Embassy Hall

PURPOSE AND WORK OF THE CONFERENCE

Sally A. Ehrle  
Senior Staff Member  
Advanced Study Program  
The Brookings Institution

Orientation to the week's program.

6:00 p.m.  
Embassy Hall

RECEPTION

6:30 p.m.  
Embassy Hall

DINNER

CONGRESSIONAL DYNAMICS

Samuel Halperin  
Director  
Institute for Educational Leadership

A description of the Congressional decision-making environment including how members of Congress work.

9:30 p.m.  
Room 218 - 219  
Hotel Dupont Plaza

Hospitality Suite open for informal discussion  
until 11:00 p.m.

MONDAY, NOVEMBER 14, 1977

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7:45 a.m.  
Embassy Hall  
Hotel Dupont Plaza

BREAKFAST

WORK OF A COMMITTEE STAFF

Alvin From  
Staff Director  
Subcommittee on Intergovernmental Relations  
Committee on Governmental Affairs

Organization, role, and functions of a  
congressional committee staff.

9:30 a.m.  
Room 7311  
GAO Building

FUNCTIONS OF THE  
GENERAL ACCOUNTING OFFICE

Kenneth Fasick  
Director of International Division  
General Accounting Office

Mission and activities of the GAO and the  
nature of its relations with Congressional  
committees and the Executive Branch.

11:00 a.m.  
EF 100  
The Capitol

THE CONGRESSIONAL BUDGET SYSTEM

The Honorable David R. Obey (D)  
U. S. Representative from the  
Seventh District of Wisconsin

A discussion of the budget organization in the  
Congress: procedures, issues, and impact.

12:15 p.m.  
Executive Room  
Quality Inn  
415 New Jersey Ave.,  
N. W.

LUNCHEON

A SENATOR'S PERSPECTIVE ON  
NATIONAL ISSUES

Senator Charles McC. Mathias, Jr. (R)  
U. S. Senator from Maryland

A discussion of major issues before the Congress  
as viewed by a Republican Member of the Senate  
with attention to Executive Branch oversight  
activities.



MONDAY, NOVEMBER 14, 1977 (Continued)

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2:30 p.m.  
Room 2200  
Rayburn Building

A LEGISLATIVE VIEW OF FOREIGN POLICY

The Honorable Lee H. Hamilton (D)  
U. S. Representative from the  
Ninth District of Indiana  
Chairman, Subcommittee on Europe  
and the Middle East

A discussion of selected foreign policy issues,  
including the Middle East and comment on the  
Congressional role in foreign policy formulation.

4:00 p.m.  
EF 100  
The Capitol

LEADERSHIP IN CONGRESS

The Honorable John B. Anderson (R)  
U. S. Representative from the  
Sixteenth District of Illinois  
Chairman of the House Republican Conference

A description of the leadership structure and  
impact in the House of Representatives with  
comment on party influence on legislative  
decision including the Rules Committee as a  
priority setting instrument.

6:30 p.m.  
Room 201  
Brookings

RECEPTION

7:00 p.m.  
Room 106 - 108  
Brookings

DINNER

A LEGISLATIVE VIEW OF ECONOMIC POLICY

The Honorable Clarence J. Brown (R)  
U. S. Representative from the  
Seventh District of Ohio

An analysis, from a Congressman's viewpoint,  
of major issues and trends in economic policy.

TUESDAY, NOVEMBER 15, 1977

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7:45 a.m.  
Embassy Hall  
Hotel Dupont Plaza

BREAKFAST

THE JOB OF A CONGRESSMAN

The Honorable Norman Y. Mineta (D)  
U. S. Representative from the  
District of California

A discussion of the functions, motivations,  
rewards, and frustrations of a Member of  
Congress.

9:45 a.m.

INDIVIDUAL VISITS TO COMMITTEE HEARINGS

12:15 p.m.  
Room S-120  
The Capitol

LUNCHEON

A SENATOR'S PERSPECTIVE ON  
NATIONAL ISSUES

The Honorable Donald W. Riegle, Jr. (D)  
U. S. Senator from Michigan

A discussion of major issues before the  
Congress as viewed by a Democratic  
Member of the Senate with attention to social  
and city problems.

2:30 p.m.  
Room 4125  
Main Treasury Building

CURRENT ISSUES IN TAX POLICY

Daniel I. Halperin  
Tax Legislative Counsel  
Department of the Treasury

A discussion of tax policy issues and proposals  
for tax reform.

TUESDAY, NOVEMBER 15, 1977 (Continued)

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4:00 p.m.  
Conference Room  
Supreme Court

THE ROLE OF THE SUPREME COURT

Mark Cannon  
Administrative Assistant to the Chief Justice  
Supreme Court

A perspective on the role and functions  
of the Supreme Court.

6:30 p.m.  
Room 201  
Brookings

RECEPTION

7:00 p.m.  
Room 106 - 108  
Brookings

DINNER

THE ROLE AND OPERATION OF THE  
SECURITIES AND EXCHANGE COMMISSION

The Honorable Roberta S. Karmel  
Commissioner  
Securities and Exchange Commission

A discussion of the role and functions of  
the SEC and current issues of concern.

9:30 p.m.  
Room 218 - 219  
Hotel Dupont Plaza

Hospitality Suite open until 11:00 p.m.

WEDNESDAY, NOVEMBER 16, 1977

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7:45 a.m.  
Embassy Hall  
Hotel Dupon Plaza

BREAKFAST

GROUP DISCUSSION/PROGRAM REVIEW

9:30 a.m.  
Room 5104  
New Executive  
Office Building

THE WHITE HOUSE STAFF

Representative, White House Staff

A look at the environment of the White House,  
work flow and priorities and White House  
external relations.

10:45 a.m.  
Room 5104  
New Executive  
Office Building

THE WORK AND ROLE OF THE  
OFFICE OF MANAGEMENT AND BUDGET

Eliot R. Cutler  
Associate Director for Natural Resources,  
Energy and Science  
Office of Management and Budget

Role and work of the Office of Management and  
Budget in assisting the President in budgeting  
activities and program priorities.

12:15 p.m.  
Room 106 - 108  
Brookings

LUNCHEON

THE JOB OF THE CIVIL SERVICE

Raymond Jacobson  
Executive Director  
U. S. Civil Service Commission

A discussion of federal personnel management  
and the job of the federal executive.

2:00 p.m.  
Brookings

GROUP PHOTO

WEDNESDAY, NOVEMBER 16, 1977 (Continued)

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2:30 p.m.  
Room 128 - 129  
Brookings

SCIENCE AND TECHNOLOGY CONCERNS OF  
THE COMMERCE DEPARTMENT

Jordan Baruch  
Assistant Secretary for Science and  
Technology  
Department of Commerce

A discussion of the Department of Commerce  
with attention to R&D and science and technology  
programs as well as environmental impact  
statements.

5:00 p.m.  
Room 128 - 129  
Brookings

NATIONAL ENERGY POLICY

John F. O'Leary  
Administrator of the Federal Energy  
Administration

Selected issues in developing a national policy  
to meet the nation's energy needs and prospects  
for implementation.

6:00 p.m.

FREE EVENING

THURSDAY, NOVEMBER 17, 1977

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7:45 a.m.  
Embassy Hall  
Hotel Dupont Plaza

BREAKFAST

LABOR-MANAGEMENT RELATIONS ISSUES

Francis X. Burkhardt  
Assistant Secretary of Labor for  
Labor-Management Relations

A look at current issues in labor-management,  
the labor reform bill and welfare and pension  
plans.

9:30 a.m.  
Room 10214  
Department of  
Transportation

ISSUES IN HIGHWAY SAFETY

Robert A. Kaye  
Director of the Bureau of Motor  
Carrier Safety  
Department of Transportation

A review of selected policy and management  
issues in the Department of Transportation  
with attention to Safety Highway Concerns.

10:45 a.m.  
Room 5051  
HEW North Building

HEW AND ISSUES OF SOCIAL POLICY

James B. Cardwell  
Commissioner of Social Security  
Health, Education and Welfare

Presentation of current social issues including  
social security financing, welfare reform and  
health insurance.

12:15 p.m.  
Room 106 - 108  
Brookings

ENVIRONMENTAL PROTECTION PROBLEMS  
AND ISSUES

Charles Warren  
Chairman  
Council on Environmental Quality

A discussion of current issues in environmental  
protection.

THURSDAY, NOVEMBER 17, 1977 (Continued)

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2:30 p.m.  
Room 1107  
Department of State

EUROPEAN FOREIGN POLICY ISSUES

George S. Vest  
Assistant Secretary for European Affairs  
Department of State

A discussion of the foreign policy formulation and decision-making process and selected issues in foreign policy.

4:00 p.m.  
Room 128 - 129  
Brookings

GOVERNMENT AND THE  
PUBLIC INTEREST GROUP

Michael Cole  
Director of Legislative Activities  
Common Cause

An examination of interest group participation in the public policy decision-making process.

6:30 p.m.  
Room 201  
Brookings

RECEPTION

7:00 p.m.  
Room 106 - 108  
Brookings

DINNER

GOVERNMENT AND THE PRESS

Neil MacNeil  
Correspondent  
Time, Inc.

An analysis of the work of the press in reporting the Washington scene and the role of the press in the decision-making process.

9:30 p.m.  
Room 218 - 219  
Hotel Dupont Plaza

Hospitality Suite open until 11:00 p.m.

FRIDAY, NOVEMBER 18, 1977

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7:45 a.m.  
Embassy Hall  
Hotel Dupont Plaza

BREAKFAST

PROGRAM REVIEW / DISCUSSION

9:15 a.m.  
Room 1E801  
The Pentagon

CHANGES IN THE U. S. AIR FORCE

General William V. McBride  
Vice Chief of Staff  
United States Air Force

Views and perspectives on selected air force  
planning and policy areas.

10:30 a.m.  
Room 1E801  
The Pentagon

NAVY MANAGEMENT AND POLICY ISSUES

Edward Hidalgo  
Assistant Secretary of the Navy

Presentation on Navy manpower and logistics  
concerns with discussion of ship builders claims  
settlement issue.

12:00 noon

INTELLIGENCE AND NATIONAL SECURITY

Officials of the Central Intelligence Agency

The role of intelligence in foreign policy and  
national security.

2:05 p.m.

ADJOURNMENT

Chartered bus to Hotel Dupont Plaza  
(optional taxis to National and Dulles Airports/  
arranged upon request)





BIOGRAPHICAL INFORMATION

ON THE

SPEAKERS AND CHAIRMAN

JORDAN J. BARUCH

Dr. Baruch was named Assistant Secretary of Commerce for Science and Technology by President Carter on April 1, 1977. He was subsequently confirmed by the U. S. Senate and sworn in on June 28, 1977.

As Assistant Secretary of Commerce for Science and Technology, he serves as the chief advisor on science and technology for the Secretary of Commerce and is responsible for the 7,000 employees and \$200 million budget of the Patent and Trademark Office, National Bureau of Standards, National Technical Information Service, Office of Telecommunications, Office of Environmental Affairs, and the Office of Product Standards.

Dr. Baruch had previously served since 1974 at Dartmouth College in Hanover, New Hampshire as Professor of Business Administration at the Amos Tuck School and also Professor of Engineering at the Thayer School of Engineering. Prior to that, he was a lecturer in business administration at the Harvard University Graduate School of Business Administration from 1970 until 1974. He was President of Educom, a consortium of 100 colleges and universities from 1968 to 1970, and was general manager of the Medinet Department of General Electric from 1966 to 1968. He has many years of experience in the scientific community as a consulting member of the Committee on Technology in Service Industries, Federal Council on Science and Technology, from 1970 to 1973, and as a member of the Ad Hoc Planning Panel of the National Center for Health Care Delivery Systems of the Department of Health, Education and Welfare in 1971. Since 1971, he has been a member of the Advisory and Evaluation panels for the Experimental Technology Incentives Program and the Institute for Computer Sciences and Technology, both within the Commerce Department's National Bureau of Standards. He was a member of the Science Information Council of the National Science Foundation from 1971 to 1974.

Dr. Baruch received his B.S. and S.M. in electrical engineering in 1948 and an Sc.D. in electrical instrumentation in 1950 from the Massachusetts Institute of Technology.

Dr. Baruch is a member of the National Academy of Engineering and of the American Academy of Arts and Science. He is a Fellow of the Acoustical Society of America; Fellow of the Institute of Electronic and Electrical Engineers; Fellow of the New York Academy of Science, and Member, American Association for the Advancement of Science.

CLARENCE J. BROWN

Representative Clarence J. Brown was born in Columbus, Ohio. He was raised in Blanchester, Ohio and Washington, D. C. where he attended public schools. In 1947 he received his Bachelor of Arts Degree in Economics from Duke University and Commission in the Naval Reserve. In 1949 he received his Master's Degree in Business Administration from Harvard University.

Mr. Brown served 2 years enlisted duty in the U. S. Navy V-12 program in World War II (1944-1946) and 2 years sea duty as an officer in the Navy in the Korean War theater (1950-1952).

He has been member, trustee, president, chairman and director for various civic organizations and board chairman, editor and co-owner of a number of business concerns.

Mr. Brown won a special election (1965) to fill the vacancy created by the death of his father and became the United States Congressman from the Seventh District, Ohio. In 1966 he was elected to a full two-year term. He has been reelected in 1968, 1970, 1972, 1974 and 1976 by wide margins.

Representative Brown is a member of the following Committees: House Committee on Government Operations since 1966; 4th ranking Republican. Member of Subcommittees on Intergovernmental Relations and Human Resources; Commerce, Consumer and Monetary Affairs. House Committee on Interstate and Foreign Commerce since 1967; 4th ranking Republican. Ranking Republican, Subcommittee on Energy and Power. Joint Economic Committee since 1969; ranking House Republican since 1975. Member of Subcommittees on Energy, and Fiscal and Intergovernmental Policy. House Republican Task Force on Election Reform, 1973 (Instrumental in House passage of the Campaign Reform Act of 1971). Congressman Brown is one of the three House Members on the national Advisory Commission on Intergovernmental Relations (ACIR) since 1973.

FRANCIS X. BURKHARDT

Francis X. Burkhardt was nominated by President Jimmy Carter as Assistant Secretary of Labor for Labor-Management Relations on March 11, 1977. The Senate confirmed him on March 18, 1977.

Mr. Burkhardt has overall responsibility for the department's labor-management relations policies and activities. He also serves as administrator of the department's Labor-Management Services Administration which administers some key laws and programs including the Employee Retirement Income Security Act of 1974, the Labor-Management Reporting and Disclosure Act, veterans' re-employment rights and federal labor-management relations under Executive Order 11491.

Prior to his present appointment, Mr. Burkhardt served six years as research director of the International Brotherhood of Painters and Allied Trades, AFL-CIO. Before that he was an assistant to the director of the Department of Legislation, AFL-CIO.

A native of Philadelphia, Pennsylvania, he holds a B. S. degree from Temple University and studied graduate economics for three years at the University of Maryland. During his academic years he was elected to Beta Gamma Sigma Honor Society and Beta Alpha Psi National Accounting Fraternity, serving as president of the latter.

He is the current president of the Washington, D. C. Chapter of the Industrial Relations Research Association and secretary of the National Joint Safety and Health Committee in the Painting Industry. He also holds membership in the AFL-CIO Standing Committee on Research, Labor Research Advisory Council, AFL-CIA Standing Committee on Health and Safety, National Economists Club, Society for Occupational and Environmental Health and the American Academy of Political and Social Science.

Mr. Burkhardt has written many articles on various labor relations subjects including the minimum wage, collective bargaining, the construction industry and has co-authored a guide to the David-Bacon Act.

MARK W. CANNON

Dr. Cannon received his B.A. from the University of Utah with a major in Political Science and a minor in Economics. He earned an M.A., M.P.A. and Ph.D. from Harvard University in the related fields of Political Economy, Government and Public Administration.

To practice those skills, he joined the staff of Congressman Henry Aldous Dixon from 1956-1960 as Administrative Assistant. He worked as a Legislative Assistant in Utah for Senator Wallace F. Bennett from 1961-1963. From 1961-1964, Dr. Cannon also served as the Chairman of the Political Science Department of Brigham Young University. In 1964 he joined the prestigious Institute of Public Administration, the oldest center for research and training in Public Administration in the Nation. He served as Director of the Venezuelan Urban Development Project, then as Director of International Programs and from 1968-1972 as Director of the Institute. He was selected to be the first incumbent of the newly created position of Administrative Assistant to the Chief Justice of the United States in 1972.

Dr. Cannon was the first non-lawyer to be admitted to the American Bar Association in the new Judicial Association Program. He is a member of the National Academy of Public Administration and the Inter-American Advisory Council to the U.S. Department of State.

He has published widely in the fields related to public policy, institutional and administrative innovation. Recently he authored "Can the Federal Judiciary Be An Innovative System?" in Public Administration Review (January/February, 1973). Among his books are Urban Government for Valencia. (Praeger, 1973) and The Makers of Public Power: American Power Groups and Their Ideologies (McGraw-Hill, 1965). He has authored many articles and studies.

JAMES B. CARDWELL

On October 24, 1973, James B. Cardwell was sworn in as Commissioner of the Social Security Administration.

Mr. Cardwell began his Federal service in 1942 as a clerk in the Public Housing Administration and has assumed increasingly more responsible administrative and financial management positions throughout his career.

He has been with the Department of Health, Education, and Welfare since 1955 and was budget officer from 1955 to 1957 in the Office of Vocational Rehabilitation. From 1957 to 1958, he was a budget examiner with responsibility over the Department's health budget in the Office of the Secretary. Mr. Cardwell was Assistant Commissioner for Administration in the Food and Drug Administration during the period 1958-1965. He was appointed in 1965 as Deputy HEW Comptroller and Departmental Budget Officer and served from 1970 to 1973 as Assistant Secretary and HEW Comptroller.

A World War II veteran, he served with the U.S. Army in the European Theater of Operations. He returned to the Public Housing Administration in 1945 where he served in administrative and budget assignments until 1954. A lifelong resident of the Washington area, Cardwell was born in the District of Columbia and graduated from Western High School in 1942. He was graduated in 1955 with a Bachelor of Commercial Science degree from Columbus University.

He received numerous awards during his tenure with HEW, including the Department's Superior Service Award, 1961; the FDA Award of Merit, 1965; the HEW Distinguished Service Award, 1967; HEW Secretary's Special Citation, 1968; and the HEW Certificate of Outstanding Performance, 1968. He received the National Civil Service League Career Service Award in 1971, and the Rockefeller Public Service Award in 1974.

R. MICHAEL COLE

R. Michael Cole, Director of Legislative Activities, supervises the planning and implementation of the Common Cause lobbying strategy. Mr. Cole, a registered lobbyist, specializes in campaign finance legislation. He joined the staff of Common Cause in July 1971, serving as Litigation Coordinator of the Voting Rights Project.

Prior to joining Common Cause, Mr. Cole was the national coordinator of the Congressional Action Fund. He has also worked on the staff of the American Bar Association Special Committee on Crime Prevention and Control, and has served as a staff attorney with the U. S. Department of Housing and Urban Development.

A native of Indianapolis, Indiana, Mr. Cole received a B. A. from Yale University in 1965 and a J. D. in 1968 from the University of Michigan Law School.



ELIOT R. CUTLER

Eliot R. Cutler of Bangor, Maine, was appointed Associate Director for Natural Resources, Energy and Science, on April 27, 1977, by OMB Director Bert Lance. Mr. Cutler's area of responsibility covers budgets and programs of the Departments of Interior and Agriculture, the Environmental Protection Agency, energy, space and science agencies.

Except for four months as Director of Scheduling for Vice President Mondale in President Carter's campaign last year, Mr. Cutler practiced law in Washington and New York from 1973 until assuming his OMB position. He previously served as legislative assistant to Senator Edmund Muskie (D-Maine) and on the staff of the Senate Environment and Public Works Committee.

Mr. Cutler attended Deerfield Academy and received his Bachelor's degree from Harvard University in 1968 and a law degree from Georgetown University in 1973. He is a member of the Association of the Bar of the City of New York.

J. KENNETH FASICK

Mr. Fasick joined the General Accounting Office in January 1954. During the period 1955 through 1957, he served with the General Accounting Office's European Branch. During the period from 1958 through 1963, Mr. Fasick carried out the GAO's responsibilities with respect to the military assistance program and defense-wide logistics activities. In 1964, he was given the responsibility for GAO accounting, auditing, and investigative functions as they related to the Department of the Navy. In 1966 upon the reorganization of the GAO's Defense Division, he assumed the position of Associate Director (Manpower and in February 1967, he assumed the position of Associate Director (Supply Management). Mr. Fasick assumed the position of Director of the Logistics and Communications Division on April 3, 1972. In this position he was responsible for the overall direction of the accounting, auditing, and investigative work of the General Accounting Office with respect to materiel requirements, supply management, maintenance, transportation, warehousing, communications, facilities acquisition, facilities management, military housing, military preparedness, and records management.

On July 1, 1973, Mr. Fasick assumed his present position. As the Director of the International Division, he is responsible for the overall direction of the accounting, auditing, and investigative work of the General Accounting Office with respect to all U. S. Government programs in foreign countries and Hawaii. These responsibilities cover military and civil activities of the various Government agencies that are responsible for the administration of U. S. programs in foreign countries. The major agencies, programs, and functions involved are the Department of State and its related international activities, including the Peace Corps' aspects of Action and the Arms Control and Disarmament Agency; the Agency for International Development; International Security Affairs, including the Military Assistance Program functions, carried out by the Department of Defense; international programs and affairs, including international trade development programs, of the Department of Commerce; foreign agricultural functions, including agricultural trade development programs and assistance, performed by the Department of Agriculture; international affairs functions, including the Exchange Stabilization Fund, performed by the Department of Treasury; and all international organizations and other international programs and related committees and commissions. Included is the responsibility for conducting reviews of the Overseas Private Investment Corporation, the Inter-American Foundation, the Export-Import Bank of the United States, the United States Information Agency, and any other Government programs or functions having an international character.

ALVIN FROM

Mr. From received his BSJ (1965) and MSJ (1966) degrees from the Medill School of Journalism at Northwestern University, Evanston, Illinois.

In March 1966, Mr. From began his work as a Washington correspondent for the Medill News Service, a news service staffed by graduate students at Northwestern University. From June 1966 until January 1969, he was an inspector for the Office of Economic Opportunity, where he worked under Pulitzer Prize winning reporter Edgar May. In February 1969 he began serving as Counsel to the Senate Committee on the District of Columbia. In that capacity he conducted the Committee's major investigations, prepared numerous Senate hearings, helped draft legislation and wrote speeches for Committee Chairman Senator Joseph D. Tydings of Maryland. In April 1971, he moved to serve as Counsel to the Intergovernmental Relations Subcommittee.

Since November 1971, Mr. From has served as Staff Director of the United States Senate Subcommittee on Intergovernmental Relations, chaired by Senator Edmund S. Muskie of Maine. In this position he has responsibility for all Subcommittee staff activities including drafting legislation, supervising investigations, setting up hearings, and managing a staff of 18.

During his time at the Subcommittee, he has played a key role in the development of most of the major legislation considered by the Committee on Government Operations (now Governmental Affairs) as well as by the Subcommittee, including the Sunset Act of 1977, Title II of the Public Works Employment Act of 1976 (countercyclical assistance), the Congressional Budget Reform and Impoundment Control Act of 1974, and the Drug Abuse Office and Treatment Act of 1972.

In addition, he has supervised the Subcommittee's handling of legislation in such areas as executive privilege, property tax reform, privacy, and intergovernmental problems. And he has guided major subcommittee examinations of both President Nixon's New Federalism and the administration of the local property tax across the nation, and the Subcommittee's oversight of general revenue sharing, federal-state-local efforts to deal with the energy crisis, and state and local fiscal problems.

DANIEL I. HALPERIN

Mr. Halperin received his B.B.A. from the City College of New York, (1957) and his J.D. from Harvard Law School (1961).

Mr. Halperin is Tax Legislative Counsel, Office of the Assistant Secretary for Tax Policy, Department of the Treasury. He is involved in the analysis of proposed tax legislation and tax programs, gives legal advice and analysis on domestic tax matters, and assists in the development and review of tax legislation and domestic tax matters.

Prior to this, he served as Professor, University of Pennsylvania Law School (1970-1977); Office of Tax Legislative Counsel, Department of the Treasury, Deputy Tax Legislative Counsel (1967-1970); and Associate Kaye, Scholer, Fierman, Hays & Handler, in New York City (1961-1967).

Mr. Halperin has numerous publications including: Retirement Security & Tax Equity, XVII B.C. Ind. & Comm. L. Rev. 739 (1967); Should Pension Benefits Depend Upon the Sex of the Recipient?, 61 AAUP Bull 43 (1975); Business Deductions for Personal Living Expense, 122 U. Pa. L. Rev. 859 (1974); Maximum Tax on Earned Income, 24 U.S.C. Tax Institute at 619.

SAMUEL HALPERIN

Washington University - Ph.D. (Political Science), 1956

Dr. Halperin has been professor and lecturer at various universities, including Wayne State University, The American University, Columbia University, Harvard, Ohio State, University of California (Berkeley), Boston University, University of Nebraska, Washington University.

His government experience began 1960-61 as Research Assistant, Committee on Education and Labor, U. S. House of Representatives. In 1961 he became Legislative Assistant, Hon. Cleveland M. Bailey, U. S. House of Representatives, and Consultant, Subcommittee on Education, Committee on Labor and Public Welfare, U. S. Senate. From 1961-64 he was he was Specialist and later Director, Legislative Services Branch, U. S. Office of Education. In 1964 he became Assistant Commissioner of Education for Legislation and Director, Office of Legislation and Congressional Relations, U. S. Office of Education, and in 1966 Deputy Assistant Secretary for Legislation, Department of Health Education and Welfare.

From 1969-1974, Dr. Halperin was Director, Educational Staff Seminar, and in 1974 he became Director, Institute for Educational Leadership.

Dr. Halperin has received many awards in education and is active in various professional organizations. His publications include: The Political World of American Zionism (Detroit: Wayne State University Press, 1961); A University in the Web of Politics (NY: Holt, Rinehart, Winston, 1960); Essays in Federal Education Policy (Washington: IEL, 1975); Perspectives on Federal Educational Policy (Washington: IEL, 1976), co-editor and major contributor; Federalism at the Crossroads: Improving Educational Policymaking (Washington: IEL, 1976) co-editor and major contributor; and over 60 articles and reviews in professional, educational and political journals, books, encyclopedias, compendia.

LEE H. HAMILTON

Congressman Hamilton was born in Daytona Beach, Florida. He received his A.B. degree (cum laude) from DePauw University in 1952. From 1952-53 he attended Boethe University, Frankfurt-on-Main, Germany, on a scholarship for study and travel. He received his J.D. degree in 1956 from Indiana University and an honorary doctor of laws from DePauw University in 1971.

In 1964 he was elected to the U. S. House of Representatives from the Ninth District of Indiana, and was reelected to subsequent Congresses. As a member of the International Relations Committee of the House, he is Chairman of the Subcommittee on Europe and the Middle East. He is also a member of the Joint Economic Committee, the Commission for Administrative Review of the House, Committee on Standards of Official Conduct and Select Committee on Ethics. He is a member of the congressional delegation to Interparliamentary Union.

Before being elected to Congress, Representative Hamilton was a practicing attorney in Columbus, Indiana, and an instructor in contracts and negotiables at the American Banking Institute. He served as treasurer of Bartholomew County Young Democrats from 1960-63 and as president from 1963-64.

EDWARD HIDALGO

On April 1, 1977 President Jimmy Carter nominated Edward Hidalgo to be Assistant Secretary of the Navy for Manpower, Reserve Affairs and Logistics. He was confirmed by the Senate and took the oath of office on April 25, 1977.

Secretary Hidalgo was born in Mexico City, Mexico, on October 12, 1912. He has been a resident of the United States since early childhood. He received a B.A. (magna cum laude) from Holy Cross College in 1933 and a J.D. from Columbia Law School in 1936. In 1959 he received a degree in Civil Law from the University of Mexico. He served as a Lieutenant in the U. S. Navy Reserve, 1942-1946.

He served as a law clerk to the Second Circuit Court of Appeals in 1936 and 1937 and was an associate with the law firm of Wright, Gordon, Zachry and Parlin in 1937-1942. 1942-1943 he was assigned to the State Department as legal advisor to the U. S. Ambassador to the Emergency Advisory Committee for Political Dissent in Montevideo. 1943-1946 he served as an air combat intelligence officer on the carrier Enterprise and was a member of the Eberstadt Committee which reported to the Secretary of the Navy on Unification of the military services in 1945. He received the Bronze Star for his services aboard the Enterprise and a Commendation Ribbon for his service with the Eberstadt Committee. In 1945 and 1946 he served as Special Assistant to the Secretary of the Navy James Forrestal.

In 1946-1948, Mr. Hidalgo was a partner in the law firm of Curtis, Mallet-Prevost, Colt and Mosle in charge of their Mexico City office. He was a founder in 1948 and a senior partner until 1965 in the Mexico City law firm of Hidalgo, Barrera, Sequeiros & Torres Landa. He was a member of the U. S. delegation to the Inter-American Conference in Bogota, Colombia in 1948. In 1965-1966 Mr. Hidalgo was Special Assistant to the Secretary of the Navy Paul H. Nitze. From 1966-1972, he was a partner in the law firm of Cahill, Gordon and Reindel in charge of their European office.

In 1972 he served as Special Assistant for Economic Affairs to the Director of the U. S. Information Agency and in 1973 he became General Counsel and Congressional Liaison of the Agency.

He has received the Royal Order of the Vassa for legal services to the Swedish government. He is the author of Legal Aspects of Foreign Investments (Chapter on Mexico) in 1958.

RAYMOND JACOBSON

Mr. Jacobson is a graduate of Temple University and has a M.A. degree (Political Science) from the University of Pennsylvania.

He has been a career official of the United States Civil Service Commission for more than 32 years. During this period, he has held numerous top Commission posts, including two bureau directorships. He joined the Commission's Philadelphia Regional Office in 1943, advancing to chief of the classification division there before coming to the Washington office in 1953. Assigned to the Standards Division, he became assistant chief of the division in 1958 and chief in 1961. In 1965, he was named Director of the Inter-agency Board Program of the Bureau of Recruiting and Examining. He was promoted to Director of the Bureau in 1967.

Mr. Jacobson became Executive Director of the Civil Service Commission in August 1975, after having served as Director of the Commission's Bureau of Policies and Standards since 1969. In that post he had a central role in many recent improvements in personnel management, including the development of the new employees appeals system, broadening and improving the Commission's personnel measurement research capability, and designing and implementing the present Federal Wage System.

The Commission's representative on the Prevailing Rate Advisory Committee and liaison with the Federal Employee Pay Council, he is a recognized expert on Federal pay matters. As staff coordinator of the Commission's legislative program, he frequently has appeared before the committees of Congress to testify on civil service matters. Before assignment to his present post, he significantly improved the recruiting and examining system by planning and establishing a nationwide network of 65 interagency boards of examiners (now Commission Area offices) with a one-stop information center in each.

Mr. Jacobson was President of the Society for Personnel Administration in 1967-68 and is a member of the International Personnel Management Association and the American Society for Public Administration. In 1974 he received the Commissioner's Award for Distinguished Service, the highest honor accorded to a Commission employee.



ROBERTA S. KARMEL

Radcliffe College - B. A. 1959 - Cum Laude

New York University School of Law - LL.B. 1962 - Cum Laude

Commissioner Karmel was with the Securities and Exchange Commission, New York Regional Office from August 1962 - January 1969. She held the positions of Attorney, Attorney Branch Chief, Assistant Regional Administrator. She was with Willkie Farr & Gallagher as an Associate from January 1969 - August 1972, and with Rogers & Wells as a Partner from September 1972 - September 1977. From September 1973 - June 1977, Commissioner Karmel was an Adjunct Professor at the Brooklyn Law School, New York. She became Commissioner, U. S. Securities and Exchange Commission in September 1977.

Commissioner Karmel belongs to various bar associations and professional organizations, including the American Bar Association, Committee on Securities Regulation (1973-1977). She has published professional articles, including "The Extraterritorial Application of the Federal Securities Code," 7 Conn. Law Review 669 (1975) and "Attorneys' Responsibilities: Adversaries at the Bar of the SEC," 24 Emory Law Journal 747 (1975).

ROBERT A. KAYE

Robert A. Kaye, who has devoted more than 30 years to public service work, was named Director of the Bureau of Motor Carrier Safety on April 27, 1970.

As Director, he is responsible for the overall administration and execution of the Bureau's motor carrier safety regulatory and compliance programs and policies in furthering safety operations of all for-hire and private motor carriers of property and passengers in interstate and foreign commerce.

A native of North Dakota, Mr. Kaye began his public service career with the North Dakota State Highway Department in 1939. He joined the Bureau of Public Roads in 1942 where he remained until 1957. During the 15-year period Mr. Kaye's duties included transportation-related assignments on the Alaska Highway, the Inter-American Highway in Nicaragua and the BPR headquarters staff in Washington.

His introduction to the motor carrier industry was 33 years ago when he was involved in motor vehicle and construction equipment procurement and accountability on the Alaska Highway. Throughout his Government service, Mr. Kaye has worked in the field of transportation with increasing emphasis on motor carrier service and safety.

During the 13-year period, 1957-1970, Mr. Kaye was Chief of Transportation Management, U.S. Atomic Energy Ecommission and was assigned commission-wide programmatic responsibilities for the inter-modal transportation of radioactive and fissile materials including both those for military and peaceful uses. He was responsible for coordinating a shipping container utilization program for these materials. He also served as a Special Assistant to the Chairman, AEC. During his career with the AEC, Mr. Kaye received a sustained Superior Performance Award.

Mr. Kaye earned his doctorate at The George Washington University, Washington, D. C., where he teaches evening classes in transportation, economics, business administration, and international trade. He has been a professor at GWU over a period of 20 years.

In 1956, Dr. Kaye received the William A. Jump Memorial Foundation Award, one of ten given each year government-wide for outstanding public service. He was cited for his contribution to transportation policy formulation.

Dr. Kaye is a past president of the Traffic Club of Washington, D. C., is a member of the Board of Directors, National Safety Council, is listed in Who's Who in the East, Who's Who in the South and Southwest, the International Who's Who Men of Achievement, the Dictionary of International Biography, the American Biographical Institute Community Leaders & Noteworthy Americans, Who's Who in Government, and is a member of a number of professional, honorary and business societies. Approved For Release 2001/09/04 : CIA-RDP80-00473A000300030003-7

FORDYCE W. LUIKART

Ohio Wesleyan University and the Maxwell Graduate School,  
Syracuse University

Instructor at the State Teachers College, Brockport, New York,  
1937-1939 before beginning his career in federal government  
service.

Served with the U. S. Civil Service Commission, 1939-1953.  
Became Deputy Director and Director of Administration,  
Department of Health, Education, and Welfare, 1953-1955.  
Then became Principal Associate, Cresap, McCormick and  
Paget, Management Consultants, 1955-1957. Director, Federal  
Aviation Organization Study, White House Staff, 1957-1959.  
Assistant Administrator for Personnel and Training and Deputy  
Director, International Aviation Service, Federal Aviation  
Agency, 1959-1962. Senior Staff Member, Advanced Study  
Program, The Brookings Institution, 1963-1975; Consultant,  
ASP, The Brookings Institution since 1975.

Also served as Special Assistant, Commission on Organization  
of the Executive Branch of the Government (Hoover Commission),  
1948-1949; Special Adviser to the Greek Government on Civil  
Service and Governmental Organization, 1949-1950; Staff  
Director, President's Advisory Committee on Government  
Organization (Rockefeller Committee), 1952-1953. In 1962,  
was a Member, Professional Staff, the Committee on Foreign  
Affairs Personnel (Herter Committee).

In 1970, Visiting Fellow, New England Center for Continuing  
Education, Durham, New Hampshire. Original Member, Board  
of Trustees, Community Group Health Foundation, Inc.,  
Washington, D. C., a free-standing corporation established for  
the purpose of organizing and delivering comprehensive health  
care to more than 100,000 people in the Upper Cardoza area  
of the inner city. Past President, Board of Trustees, Group  
Health Association, Inc., Washington, D. C. Visiting lecturer,  
Maxwell School, Syracuse University and at Wayne University,  
Detroit, Michigan. Author of a number of articles on personnel  
management and executive development.

NORMAN Y. MINETA

Mr. Mineta is a native of San Jose, a graduate of San Jose High School and the University of California at Berkeley. As a young boy, he was one of 110,000 Americans of Japanese ancestry evacuated from the West Coast and placed in "relocation camps" during World War II.

Upon receiving a Bachelor of Science degree in Business at UC Berkeley, he was commissioned in the U. S. Army. He served as a military intelligence officer in Japan and Korea and eventually achieved the rank of Major in the Army Reserves.

After leaving active duty in 1956, Mr. Mineta returned to San Jose where he joined his father in the family insurance business. He immediately became active in the affairs of the Asian community, especially the Japanese American Citizens League (JACL).

He served on San Jose's Human Relations Commission from 1962-64 and on the city's Housing Authority in 1966-67. In 1967 Mr. Mineta was appointed to a vacancy on the City Council, thus becoming the first minority member of that body. In 1969, he was elected to the Council and also became vice-mayor of the City. In April 1971, Mr. Mineta was elected the first Japanese-American mayor of a major U. S. city.

Mr. Mineta has served as Mayor of San Jose and as a member of the Legislative Action Committee of the U. S. Conference of Mayors and was on the Board of Directors of the National League of Cities.

Mr. Mineta was elected to the 94th Congress on November 5, 1974 and served on the Post Office and Civil Service Committee and the Public Works and Transportation Committee. He won re-election to the 95th Congress and was elected Chairman of the Public Buildings and Grounds Subcommittee by the Members of the Public Works and Transportation Committee. He was also elected by the Members of the House of Representatives to serve on the House Budget Committee.

NEIL MAC NEIL

A native of New York City, Mr. MacNeil is a graduate of Phillips Exeter Academy and Harvard College. He did graduate work at Columbia University.

Son of a former Assistant Managing Editor of The New York Times, Mr. MacNeil was a reporter for that newspaper as well as the Boston Herald-Traveler before coming to Washington in 1949 as a correspondent for United Press.

He has concentrated on the Congress since 1955 and, since 1958, he has been Chief Congressional Correspondent for Time Magazine. He has prepared approximately twenty cover stories for Time.

Mr. MacNeil has covered several national political conventions as well as the campaigns of various national political leaders. He is a regular panelist on the weekly television show "Washington Week in Review."

He is a member of the Executive Committee of the Congressional Periodical Galleries.

He is the author of Forge of Democracy: The House of Representatives, an exposition of the men and actions of the House, and Dirksen: Portrait of a Public Man, a study of the legislative career and parliamentary operations of the Senate and Congress.

CHARLES McC. MATHIAS, JR.

Senator Charles McCurdy Mathias, Jr. was born in Frederick, Maryland. He attended Frederick public schools and received a B. A. degree from Haverford College in 1944 and an LL. B. degree from the University of Maryland Law School in 1949. A former Navy Captain, Senator Mathias was Assistant Attorney General of Maryland (1953-1954), City Attorney of Frederick (1954-1959), and a member of the Maryland House of Delegates (1958-1960). He was elected to the U. S. House of Representatives in 1960 and served four terms. He was elected to the U. S. Senate in 1968 and was reelected in 1974.

Senator Mathias is on the following Committees:

Judiciary Committee-Subcommittees: Antitrust; Juvenile Delinquency\*; Corrections\*

Governmental Affairs Committee-Subcommittees: District of Columbia\*; Energy and Technology; Permanent Subcommittee on Investigations

Appropriations Committee-Subcommittees: HUD and Independent Agencies\*; District of Columbia\*; Labor/HEW; Foreign Operations; Transportation

Intelligence-Subcommittees: Budget; Charters and Guidelines\*

\*Indicates Ranking Republican Member

WILLIAM V. McBRIDE (General, U. S. Air Force)

General McBride was born in Wampum, Pennsylvania. He received his high school education in that town and later attended the Garfield Business Institute, Beaver Falls, Pennsylvania. In 1950 he attended New York University, New York City.

General McBride enlisted in the U. S. Army Air Corps in 1942. He completed navigation training at the Pan American Airways Navigation School, Coral Gables, Florida, and was graduated as a second lieutenant. He next attended bombardier school in Carlsbad, New Mexico, and in March 1943 entered combat crew training as a navigator-bombardier in B-26 aircraft at MacDill Field, Florida. In July 1943 General McBride joined the 387th Bombardment Group in the European Theater of Operations as squadron navigator and later served as group navigator. After World War II, he trained new navigators at Ellington Army Air Field, Texas, and then was assigned to Lackland Army Air Field, Texas, to help organize the present Air Force basic training base. He attended basic and advanced pilot training at Randolph Air Force Base, Texas, and Barksdale Air Force Base, Louisiana, in 1947-1948, to become a triple-rated officer.

Since that time, many of his military assignments have been in the Military Airlift Command in weather reconnaissance, air rescue and airlift functions. During the Korean War, he commanded the Second Air Rescue Group in Okinawa and in the Philippines. After a tour of duty in Headquarters Air Rescue Service as Deputy Chief of Staff for Plans, he commanded the Eighth Air Rescue Group at Stead Air Force Base, Nevada, during 1956-1957. He then commanded the 1608th Air Transport Group (MATS) at Charleston Air Force Base, South Carolina. In July 1960 he was assigned to Headquarters U.S. Air Force, Directorate of Plans, and served first as Assistant Chief of the Cold War Division and later as the Chief of the Special Warfare Division. In June 1964 he was selected by Secretary of the Air Force Eugene M. Zuckert to become his military assistant. When Secretary Brown replaced Mr. Zuckert in October 1965, he remained as the military assistant where he was called on to advise and assist the Secretary and Under Secretary on operational, planning and programming matters. He was assigned as Commander of the 437th Military Airlift Wing (August 1966); Deputy Chief of Staff, Materiel, Headquarters Military Airlift Command (March 1966); became Deputy Chief of Staff, Operations (September 1969); and Chief of Staff, Military Airlift Command (March 1970). He was assigned as Vice Commander in Chief, U.S. Air Forces in Europe (USAFE) (September 1971); command of Air Training Command (September 1972), Commander of A. F. Logistics Command (September 1974). He was promoted to general effective September 1974 and was appointed Vice Chief of Staff, U.S. Air Force effective September 1975.

DAVID R. OBEY

Mr. Obey was born in Okmulgee, Oklahoma, October 3, 1938. He graduated from Wausau High School, Wisconsin, in 1956; received his B.S. (1960) and M.A. (1968) from the University of Wisconsin.

In 1962 Mr. Obey was elected to the Wisconsin State Assembly from Marathon County's Second District at the age of 24 and was re-elected three times. He served as Assistant Minority Leader and was named Outstanding Education Legislator in Nation by the National Education Association's Rural Division.

On April 1, 1969, he was elected to the 91st Congress by special election to fill the vacancy created by the resignation of Melvin R. Laird and has been reelected to each succeeding Congress. He has served as Secretary, Democratic Study Group, Chairman, Task Force on Congressional Reform (1974); Congressional Advisor to the U. S. Delegation to the Seventh Special Session of the UN General Assembly (September 1975); Democratic Steering and Policy Committee, Chairman, Task Force on House Accounts (1976). Congressman Obey is currently a member: House Committee on Appropriations, Subcommittee on: Labor-HEW, and Foreign Operations; House Budget Committee. Recently he has served as Chairman, Commission on Administrative Review.



JOHN F. O'LEARY

John F. O'Leary, 50, was nominated by President Carter to be Administrator of the Federal Energy Administration on February 1, 1977. Confirmed by the United States Senate on February 3, 1977, he has a varied and extensive energy background -- both inside and outside government.

A native of Reno, Nevada, he graduated from George Washington University with a Bachelor of Arts Degree in Economics in 1950. He served in the U. S. Army in 1945-46.

O'Leary joined the Bureau of Mines in 1950 as a mineral commodity specialist, and in 1952 was appointed as an economist in the Division of Minerals and Fuels. In 1957, he became staff economist for the Assistant Secretary for Mineral Resources in the Department of the Interior and in 1959 was named staff assistant to the Assistant Secretary, serving in this position until 1962, when he was appointed Deputy Assistant Secretary for Mineral Resources.

Subsequently, he was Chief of the Bureau of Natural Gas at the Federal Power Commission (1967-68), Director of the U. S. Bureau of Mines in the Interior Department (1968-70), Energy Consultant (1970-72), and Director of Licensing for the Atomic Energy Commission (1972-74), where he directed a staff of 500 professionals involved in the licensing of nuclear power plants and in conducting comprehensive safety, environmental, and antitrust reviews of such plants. He then worked a year (1974-75) as Technical Director of Energy and Environmental Programs for the MITRE Corporation.

In November 1975, O'Leary was named Director of New Mexico's Energy Resources Board -- a position in which he played a key role in establishing state energy policy and plans for energy development.

DONALD W. RIEGLE, JR.

Senator Riegle was born in Flint, Michigan. He received a B.A. in Business Administration and Economics from the University of Michigan and an M.B.A. in Finance from Michigan State University. He is pursuing a doctorate in business/government relations from the Harvard Business School.

In November 1966, he was elected to the 90th Congress as Representative of Michigan's Seventh District. He served in the House ten years and was a member of the House International Relations Committee. In February 1974, he changed his party affiliation to Democrat.

In November 1976 he was elected United States Senator from Michigan. He serves on the following Senate committees: Banking, Housing and Urban Affairs; Commerce; and Human Resources.

Mr. Riegle is the author of O Congress published by Doubleday, June 1972.

GEORGE S. VEST

Mr. Vest was born in Columbia, Virginia. He earned his A. B. degree from the University of Virginia in 1941, and his M. A. degree in 1947. From 1941 to 1946, he served with the U. S. Army, participating in the North African and Italian campaigns, and reaching the rank of Captain.

Entering the Foreign Service in July 1947, Mr. Vest was assigned to the Consulate in Hamilton, Bermuda, in October of that year. In March 1949, he was transferred to the Embassy in Quito, where he remained until 1951. In 1952 he served as political officer at the Embassy in Ottawa, and in 1954 was assigned to the Department as Desk Officer for Canadian Affairs. In March 1959, he was posted to Supreme Headquarters, Allied Powers Europe (SHAPE) as a political officer, and in June 1960 was transferred to the United States Mission to the North Atlantic Treaty Organization and European Regional Organizations (USRO) in Paris. In August 1961, he was assigned as Chief of the Private Office of the Secretary General of NATO, also in Paris.

In August 1963, Mr. Vest was detailed to the National War College, following which he was assigned to the Office of Atlantic Political-Military Affairs in the Bureau of European Affairs. In August 1967, he became Deputy Chief of Mission in the U. S. Mission to the European Communities in Brussels, and in August 1969, he became Dupty Chief of Mission in the U. S. Mission to NATO, also located in Brussels.

In October 1972, Mr. Vest went to Helsinki as Special Assistant to the Secretary for CSCE (Conference on Security and Cooperation in Europe). In October 1973, he was named Special Assistant to the Secretary for Press Relations, and in April 1974 Director of the Bureau of Politico-Military Affairs, as well as Deputy Coordinator for Security Assistance in May 1974. On June 16, 1977, Mr. Vest was sworn in as Assistant Secretary of State for European Affairs.

Mr. Vest received the Department's Superior Honor Award in 1973.

CHARLES WARREN

Mr. Warren was born in Kansas City, Missouri, and attended public schools there. He enlisted in the U. S. Army in 1944, served in Japan, and was honorably discharged in 1946. He graduated from the University of California at Berkeley in economics with a B.A. (1949). He received his J.D. from Hastings College of Law (1952).

Professionally, Mr. Warren has been a Member of Darwin, Packham, and Warren, San Francisco, California (1952-55); Bodle, Fogel, and Warren, Los Angeles, California (1955-60); Warren, Adell, and Miller, Los Angeles, California (1960-74). He withdrew from legal practice in 1974.

Mr. Warren has been Member of Assembly, California Legislature (1963 to date); served as Chairman, Resources, Land Use, and Energy Committee, California Legislature; Chairman, Energy Task Force, National Conference of State Legislatures; Member, Environmental Advisory Committee, Federal Energy Administration; Co-Chairman, Ad Hoc Energy Policy Council, State of California; Project Director, Western States Water Policy Analysis by the Rand Corporation.

His political activities include: Chairman, California Environmentalists for Carter; Member, Carter Energy Task Force; Chairman, Democratic State Central Committee (1966-68); President, San Francisco Council of Democratic Clubs (1951-52); President, Northern California Young Democrats (1950-51); President, San Francisco Young Democrats (1949-50).

Mr. Warren has been involved with numerous legislations related to environmental and energy matters including: Energy Conservation Act of 1974; Nuclear Safeguards Acts of 1976; California Coastal Act of 1976 (principal co-author); Westlands Water District Resolution, 1976.

Currently, Mr. Warren serves as Chairman, President's Council on Environmental Quality.



BIOGRAPHICAL INFORMATION

ON

PARTICIPANTS

JOSEPH T. AMBROZY (Joe)

General Manager - Hudson Area  
New Jersey Bell Telephone Company

B. Eng. Stevens Institute of Technology (1961)  
M.S. Stevens Institute of Technology (1963)

Mr. Ambrozy began his career in New Jersey Bell in 1963 as an Assistant Engineer in outside plant engineering. He held a number of managerial positions in the engineering and traffic departments before being named District Traffic Manager in 1968. He was appointed District Plant Manager in 1970, and the following year became General Traffic Supervisor, responsible for operation of corporate staff traffic functions. Later, he was named Traffic Facilities Manager, Upstate and in 1974 became Area Plant Manager responsible for installation and maintenance of customer equipment and switching systems in one of the six operating areas of New Jersey Bell. Promoted to General Accounting Manager in 1976, he was responsible for the operation of corporate billing, cost accounting and data processing organizations.

In January 1977, Mr. Ambrozy was named General Manager - Hudson Area. He is responsible for all corporate operations in one of six areas of New Jersey Bell. His duties include supervision of customer telephone equipment (831,000 telephones), engineering, installation and maintenance of telephone network and switching equipment, revenue collections, customer and community relations.

Mr. Ambrozy is a member of the New Jersey Chamber of Commerce, Bergen County Chamber of Commerce; member and past director and vice president of New Providence-Berkeley Heights Jaycees.

HALNER L. BAKER (Ham)

Vice President - Operations  
Power Division  
Brown & Root, Inc.

B.S. degree in Electrical Engineering, University of Wisconsin (1948);  
M.S. degree in Industrial Engineering, Stevens Institute of Technology (1953).

Mr. Baker joined Westinghouse Electric Corp. in 1948 after graduating from the University of Wisconsin, and while serving as Project Coordinator, provided project coordination and engineering liaison for large central station projects and marine propulsion projects. In 1951 he joined Stone & Webster Service Corp. and served as Management Consultant. In 1963 Mr. Baker was promoted to Vice President and served as operating sponsor for a number of client companies. In 1967 Mr. Baker joined Savannah Electric and Power Co. and served as President, Chief Executive Officer and Director. In 1971 Mr. Baker joined Stone & Webster, Inc. serving as President and Director. Mr. Baker joined Brown & Root, Inc. in 1976 and was responsible for sales and marketing activities of the Power Division. In 1977 he was promoted to Manager of Operations, Power Division and then to Vice President - Operations, Power Division.

As Vice President - Operations, Power Division, Mr. Baker directs all projects, proposals, estimating, planning and scheduling and reporting activities.



*out*

EDWARD A. BATTISFORE (Ed)

General Manager  
Bell Telephone Company of Pennsylvania

Mr. Battisfore received a B. S. in Economics from the University of Pennsylvania.

He joined Bell Telephone Company of Pennsylvania as a Student Engineer in June of 1952. After progressing through a series of assignments in the Traffic, Personnel, Marketing and Comptrollers department, both in Pennsylvania and New York, he was assigned as Division Operations Manager, Center City Division, in Philadelphia in 1969. In 1971, he was transferred and appointed General Marketing Manager for the Central Area of Pennsylvania. Mr. Battisfore remained in that assignment for approximately two years, at which time he was appointed to his present position of General Manager for the Central Area of Pennsylvania.

As General Manager, Mr. Battisfore is responsible for the administration of all services rendered by Bell Telephone Company of Pennsylvania for the Central Area.

O'NEIL P. BOUDREAUX, JR. (Neil)

Second Vice President  
Connecticut General Life Insurance Company

Attended Tulane University.

After graduating from Tulane University with a B. S. in Psychology, Mr. Boudreaux began work with Connecticut General in December, 1964. The first 11 years with Connecticut General were spent in Sales, Sales Training and Sales Management capacities, both in the field and in the Home Office, ranging from Salesman to Regional Vice President. Most recently as 2nd Vice President, he has been re

Most recently as Second Vice President, Mr. Boudreaux provides management and support to some 30 separate field claim operations as they provide Life and Medical insurance claim service to Connecticut General policyholders.

JAMES W. BRAMBLET, JR. (Jim)

Assistant General Manager  
Bethlehem Singapore Private Limited

B.A. degree in Philosophy, Baylor University (1961);  
L.L.B. degree, University of Texas (1965);  
admitted to Texas State Bar Association (1964).

In 1964, Mr. Bramblet helped form American Polystyrene Corporation to manufacture polystyrene products. He served as Assistant to the President with general administration responsibilities until 1968 when he joined the Bethlehem Steel Corporation.

Initially a supervisor with Bethlehem, and then the Control Administrator for the Beaumont, Texas shipyard operation, he was a member of the initial team sent to Singapore in 1969 to develop a facility for the construction of offshore drilling equipment. He served as Assistant to the General Manager (1969-1973) and then Assistant General Manager (1973 to present) of the Singapore facility with prime responsibility for the legal, financial, sales, and general administration functions. He has served on the Board of Directors and as Secretary and Treasurer of the Corporation since its inception.

Mr. Bramblet has served on the Board of Directors and as President of 1) Austin Civic Theater/Zachary Scott Theater Center (1965-67); 2) American Association of Singapore (1973-77); 3) Singapore American Community Action Council (1975-77).

Mr. Bramblet will be serving as a Congressional Assistant in Washington during the Second Session of the Ninety-Fifth Congress; he will be on loan to the staff of a Congressional Committee under the auspices of this executive development program sponsored by The Conference Board.

DOUGLAS C. BRYANT

Aramco Advisor  
Esso Middle East - Exxon Corporation

Attended Dartmouth College. Received M. B. A. from the University of Michigan.

Mr. Bryant began his career with Exxon in 1962 as Aviation Fuel Sales Coordinator in Exxon's International sales affiliate. Following two years' military service in Germany, he returned to Exxon in 1965 and worked in various sales positions including three years in Tokyo, Japan selling bulk supplies of crude oil and products to independent Japanese refiners. In 1971, he joined Exxon's Middle East producing affiliate, Esso Middle East, and spent four years in London administering Exxon's interest in jointly owned producing operations in Iran, Iraq, Abu Dhabi and Qatar. In May of this year Mr. Bryant returned to New York to his present position as advisor to senior management on matters pertaining to Exxon's corporate interest in Aramco, and is responsible for administration of Exxon's other interests in Saudi Arabia.

JOHN W. BUSHBY (John)

Vice President (Technical)  
BP Alaska, Inc.

B.Sc. Honors Degree in Natural Sciences, Cambridge University,  
England (1953).  
68th Harvard Advanced Management Program (1974).

Mr. Bushby joined British Petroleum Company as a trainee in 1953 and went on as a refinery technologist at their Kent Refinery from 1954 to 1958. In 1959 he transferred to BP Refinery, Canada, initially as Production Superintendent of their new Montreal Refinery, and later was Operations Superintendent before returning to London in 1963. From 1963 to 1966 he worked in the Commercial Division of Refineries Department dealing with joint refining operations throughout the world. In 1966 he was appointed Manufacturing Superintendent for the U.K. Refineries. In 1969 he transferred to BP's South Wales Refinery where he was Assistant Works Manager for two years before returning to London in 1971 as Manager, Refinery Design Division. In 1973 he was appointed Manager, Gas Division, which dealt with BP's international sales of natural and liquid petroleum gases. After returning from the Harvard AMP program in 1974 he was Assistant General Manager, Corporate Planning (BP London) for two years prior to taking up his present post.

Since 1976, Mr. Bushby has been Vice President (Technical) for BP Alaska, Inc. In this position he is responsible for the design and construction of above ground facilities required to develop the Western half of the Prudhoe Bay oil field, and oversight of BP's shareholding in the Trans Alaska Pipeline System.

ALASTAIR F. S. CAMPBELL (Alastair)

Counsel  
Exxon Corporation

1955-60 Malvern College, Malvern, England; 1960-63 Bristol University, Bristol, England, 1966 admitted as Solicitor of the Supreme Court of England

After serving articles of clerkship, and subsequently as an Assistant Solicitor with a private law firm in the city of London, Mr. Campbell joined Esso Petroleum Company Limited as Assistant Legal Adviser in March 1967. He moved to Esso Europe Inc. in London in August 1973 and transferred on regular assignment to Exxon Corporation, New York on September 1, 1977.

He is currently Counsel for Exxon International Company, a division of Exxon Corporation.

*out -  
non-citizen*

WILLIAM B. CLEMMENS (Bill)

Vice President - Customer and Industrial Relations Operation  
General Electric Company

Mr. Clemmens received an A.B. from Pennsylvania State University in 1947.

After graduation, he joined the Business Training Course with the Appliance and Merchandise Department and was named Administrative Assistant to the General Sales Manager of that Department in 1950. In 1951 joined the Small Appliance Division field sales; National Sales Manager for the Room Air Conditioner Department in 1956; Manager-Marketing, Radio Receiver Department (1960); District Manager-District Sales Operation (1963); Manager-Eastern Region, District Sales Operation (1966). Named General Manager of Room Air Conditioner Department in 1967, of Consumer Refrigerator Department in 1969, and of Room Air Conditioner Department in 1970. Was named Vice President of Retail Sales Division in September, 1971.

Recently (July 1, 1977), Mr. Clemmens was named Vice President-Customer and Industry Relations. He provides direction and leadership to optimize Major Appliance Business Group position relative to its relations with its customer, the ultimate consumer, government components, industry associations, the Press, and other external forces impacting business.

MARSHALL P. CLOYD

Senior Vice President  
Brown & Root Inc.

University of California; Stanford University; Harvard  
Business School (Civil Engineering and Business)

Mr. Cloyd held various summer/part-time jobs, all oil or engineering construction associated, through business school. Since leaving business school, he has continuously been employed by Brown & Root rising through engineering and construction to management and present position in civil and industrial construction. (Brown & Root is a large engineering-construction company specializing in major capital intensive civil/military/industrial work on a world-wide basis.) All recent work has been involved primarily in deepwater offshore marine construction for the extraction of hydrocarbons. Areas of work involvement: United States - (Alaska, California, Louisiana, Texas, New York) - South America - Europe and the Far East.

Currently, as Senior Vice President, Mr. Cloyd is responsible for project management and associated engineering work in the Europe/Africa Division of Brown & Root Inc. Major projects are primarily marine developments in the North Sea with individual jobs approaching \$1 1/2 billion.

Mr. Cloyd is a speaker and author in his area of expertise. He has some association with Embassy and/or U. S. business groups abroad. He is a member of the Board of Governors and the American Business Council, Singapore.



WILLIAM E. CRATTY (Bill)

Retail Sales Manager  
Northeastern Region Marketing Department  
Exxon Company, U.S.A.

University of Arizona, Tucson (1959-60); B.S. degree in Marine Engineering, United States Merchant Marine Academy at Kings Point, New York (1964).

Mr. Cratty began his career as an Industrial Sales Trainee with Exxon in Boston, Massachusetts, in the fall of 1964. He was named an Industrial Salesman in the Company's Phoenix District in 1967, and was promoted a year later to Industrial Sales Specialist serving the Western area. He was named a Retail Sales Supervisor in the Houston District in 1969, and two years later was advanced to Marketing Specialist in the Company's Headquarters in Houston, Texas. Then followed an assignment in the Public Affairs Department before he was promoted in 1973 to Manager of Exxon's Miami District in Florida. Mr. Cratty returned to the Northeastern Region as Industrial and Consumer Business Manager in January 1975. He was then named Market Development Manager.

On February 1, 1977, he began his present assignment as Retail Sales Manager responsible for retail sales/marketing operations in the lower portion of Exxon's Northeastern Marketing Region, which includes Long Island, New York City, Westchester and all of New Jersey, including the New Jersey Turnpike business.

PAUL R. CROOKSHANK (Paul)

Assistant Manager  
Eastman Kodak Company

Mr. Crookshank attended the University of Missouri where he received his B. S. and Ch. E.

Immediately after college graduation, he joined the Paper Service Division of Kodak Park, as a development engineer, working on new photographic papers. After 18 months, he moved to the Paper Sensitizing Division where he spent most of his career. His initial work was on photographic emulsions for new products. Two years were spent in the Navy in communications and navigation, ending with command of a coastal mine sweeper. At the end of World War II, Mr. Crookshank returned to Paper Sensitizing and progressed through supervisory positions in product development. In 1970, he was made Superintendent of the Paper Sensitizing Division, responsible for both production and development. In 1974 he received a year's training in other parts of Paper Manufacturing, becoming Assistant Manager in early 1975.

Mr. Crookshank is one of a team of three responsible for production of photographic papers in Kodak Park. Specifically he is responsible for production and development of black-and-white paper products.

H. J. DAGER, JR. (Jim)

Vice President  
Florida Power & Light Company

Mr. Dager is a graduate of the U. S. Military Academy, earned a masters degree in nuclear physics at the University of California.

He served as Assistant to the Group Vice President before his new appointment as Vice President. His experience includes work with Westinghouse and General Electric, where he held various assignments in nuclear power plant construction and operations. He also served with the U. S. Army Corps of Engineers as nuclear engineer at general headquarters of the Far East Command.

Prior to joining Florida Power & Light Company in 1973 as Manager of Power Resources, Nuclear, Mr. Dager was Assistant General Manager of the Nebraska Public Power District, a state-wide power authority.

Mr. Dager is currently Vice President in charge of Power Plant Engineering, Transmission/Substation Construction, Plant Construction, and Project Management.

ORLANDO J. FEORENE (Lanny)

Director, Management Services Division  
Kodak Park Division  
Eastman Kodak Company

Received Bachelor degree in Industrial Engineering from Ohio State University.

Mr. O. J. Feorene joined the Eastman Kodak Company in 1946 as an Industrial Engineer in the Engineering Methods Department, Kodak Park. In 1954, he was made a supervisor in the Industrial Engineering Division at the Park and in 1962 transferred to the Canadian Kodak Company, Limited, in Toronto, Canada for a year on special assignment. In September 1963 he was appointed Assistant Director of the Industrial Engineering Division at Kodak Park and in 1973 was appointed Director of the Division.

Currently he is Director of Management Services Division, which is an organization of 630 engineers and professional personnel providing internal consultative and advisory services in Facilities Planning, Work Systems Design, Performance Measurement Systems, Information Systems, Organization Development, Product Development, Operations Research, Quality Assurance, and Technological Forecasting to Manufacturing, Marketing, Distribution and Research Divisions.

Mr. Feorene has held offices in the Rochester Chapter and the National Organization of the American Institute of Industrial Engineers, Inc. He is a member of the Ohio State University Research Foundation; Chairman (1976-77) of the Ohio State Alumni Advisory Committee; Member of Visiting Advisory Committee, Oklahoma State University; Member of Council on Industrial Engineering (30 companies) and on the Executive Committee (1976-78); Member of Industrial Engineering Group (10 companies).

JACK S. HARRISON (Jack)

Director, Finishes Division, Fabrics & Finishes Department  
E. I. du Pont de Nemours & Company, Inc.

Received B. E. Chemical Engineering (1952) from Yale University  
and MBA Accounting & Finance (1954) from the University of  
Michigan.

Mr. Jack S. Harrison joined E. I. du Pont de Nemours & Company,  
Inc. in 1954 as an engineer in the Petroleum Chemicals Division  
of the Organic Chemicals Department.

After assignments at the Chambers Works (N.J.) and in Wilmington,  
Mr. Harrison became a sales representative on the Gulf Coast.  
In January 1963 he joined the Development Department (now  
Central Research and Development Department) as a sales engineer  
for the instruments venture. Subsequently, he became a product  
manager, accounting and business analysis manager, and marketing  
manager in the Instrument Products Division and was transferred  
with the division from Development to Photo Products Department  
in July 1969. In October 1970 he was appointed manager of Glasgow  
operations in the Instrument Products Division. He subsequently  
served as marketing manager and director of sales for the division.  
Mr. Harrison became manager for scientific and process instruments  
in August 1974 advancing to director of the Instruments Products  
Division the following month. In May 1975 he was named coordinator  
of planning in the Corporate Plans Department and in May 1976  
became manager of corporate planning activities. In October 1976  
he became director of the Fabrics and Finishes Department.

Mr. Harrison is a member of Chi Phi and Alpha Chi Sigma fraternities,  
Beta Gamma Sigma honor society, the American Chemical Society,  
and the Instrument Society of America. He is also on the Board of  
Directors of the Delaware Nature Education Society and is a past  
member of the Executive Committee, Analytical Group, Scientific  
Apparatus Makers Association.

ROBERT S. HUGHES, II (Bob)

Marketing Manager - Packaging Products Division  
ALCOA International, Inc.

B.S. degree in Business Administration, West Virginia University (1966); one year graduate study completed toward M.B.A.

Mr. Hughes joined ALCOA in 1967 as a sales trainee. Upon completion of one sales training program he was assigned to the Headquarters Marketing Staff for specialized training in the Packaging Products Division. Between 1968 and 1974, he served in field sales assignments at ALCOA District Offices in Dallas, Detroit, St. Louis, and Philadelphia, specializing in packaging products (aluminum sheet, foil and closures) sold primarily to commercial can manufacturers, brewers, soft drink companies and food processors.

Since 1975, he has served as Marketing Manager - Packaging, ALCOA International, Inc. based in Lausanne, Switzerland. In this position he is responsible for the marketing and sales of ALCOA's packaging products in Europe, Africa, the Middle East and the Soviet Union. Primary activities include the development of market plans and strategies, establishment of pricing and profitability objectives, and supervising the activities of a staff of sales, technical and administrative personnel.

Mr. Hughes is a Member of the Board of Commonwealth American School, Lausanne, Switzerland. He has participated in ALCOA's College Recruitment Program at eastern colleges and universities, has been a Member of the Packaging Institute of America and has served as United Fund Captain in Pittsburgh and St. Louis.

Mr. Hughes will be serving as a Congressional Assistant in Washington during the Second Session of the Ninety-Fifth Congress; he will be on loan to the staff of a Congressional Committee under the auspices of this executive development program sponsored by The Conference Board.

ELLIS E. LAPIN

Group Director, Group III Programs  
Satellite Systems Division  
The Aerospace Corporation

Mr. Lapin received a B.S. degree in mechanical engineering from Drexel University and the M.S. and professional engineer degrees in aeronautics from Caltech.

In 1941 he joined the Douglas Aircraft Company where he eventually became the chief of the aerodynamics design and research groups, assisting in the design of civil and military aircraft and missiles. He then joined the Aerojet-General and the Space-General Corporations as a project engineer and proposals manager for a series of extra-terrestrial devices. He became associated with his present employer, The Aerospace Corporation, in 1962, and is responsible for the general systems engineering and technical direction of some military satellite systems.

He is to some degree also involved in alternative energy sources, occasionally reviewing windmill/solar energy material for ERDA and, time and weather permitting, is a sailor. Member of American Association for Advancement of Science; formerly associate fellow of the American Institute of Aeronautics and Astronautics and its predecessor organizations. Published papers on supersonic aerodynamics, satellites, and windmills in various journals.

DONALD E. LIEBERS (Don)

Director - Equal Opportunity and Affirmative Action  
American Telephone & Telegraph Company

B. S. in Business Administration (1954) from the University of Rochester; MBA (1960) from the University of Michigan

Mr. Liebers spent the first 7 1/2 years of his career with Michigan Bell Telephone Company in both the Comptrollers operations and the Personnel Department.

In 1967, he was transferred to AT&T in New York in the Personnel Relations Department with staff responsibilities for Management Employment, and in 1970 was appointed to the position of Director-Employment and Equal Opportunity. Mr. Liebers has spent the bulk of the last 7 years working in the field of Equal Employment Opportunity, designing and coordinating the implementation of EEO systems throughout the Bell System. Significant pieces of time have been spent negotiating and interfacing with Federal Government Agencies concerning the EEO laws, executive orders and regulations.

Mr. Liebers' section responsibility is to develop policy and coordinate its implementation in the areas of equal opportunity and affirmative action, including related data maintenance, development and analysis functions, also for compliance with federal laws and executive orders regarding affirmative action and equal opportunity matters.



W. RANDOLPH MASON (Randy)

Manager - Customer Engineering - TV  
Corning Glass Works

B. S. Chemical Engineering from the University of Rochester

Mr. Mason joined Corning Glass Works in the Glass Technology Department in 1946 after two years on the Manhattan Project at Columbia University. He was supervisor of production control in 1950 in the TV plant at Albion, Michigan and held various engineering and sales responsibilities in Lamp Products from 1951-1964. Mr. Mason was the Market Development Manager in three divisions until 1973, he then became Manager - Customer Engineering - TV, his present position.

In his current position Mr. Mason is responsible for the design, specification, and field engineering service to customers for Color TV bulb parts.

JUDD MILLER, JR.

Operations Manager - Production Department :  
Exxon Company, U. S. A.

B. S. in Petroleum Engineering from the University of Texas (1956)

Mr. Miller was employed by Exxon Company, U. S. A. in July 1956 as a Rotary Helper on a rig in West Texas but left in November for military service. When he returned, he was assigned to production engineering in the Winters District in West Texas and later transferred to the Headquarters office in Houston as an Associate Engineer in reservoir engineering. He continued assignments in reservoir engineering over the next several years in the South Texas Division office in Corpus Christi and in the regional office in Houston. He was appointed District Chief Engineer of the Katy Gas Plant District in 1967 and District Engineering Manager of the Kingsville District in South Texas in 1968; and in these positions, Mr. Miller coordinated all of the engineering activities for the districts. He was promoted to Assistant District Manager of Kingsville in 1969 and to Division Engineering Manager of the South Texas Division in Corpus Christi, Texas, in 1971. In 1972 he transferred to Los Angeles, California, as Division Operations Manager and in 1974 was promoted to Division Manager of the Western Division. He actively participated in the unitization of the Prudhoe Bay Field in Alaska and was involved in developing plans for operations in the Santa Barbara channel. In July 1977 he was appointed Operations Manager in the Headquarters Production Department in Houston, Texas.

The Operations Manager has the basic responsibility for efficiency and profitability of producing operations and for achieving objectives of the Production Department in assigned divisions. He serves as primary Headquarters contact in area of assignment and coordinates interdivisional matters. He coordinates the evaluation and promotion of producing investment opportunities; he reviews and appraises plans, programs, and operating results of the divisions. He keeps adequately informed of current operations and activities of divisions, and of competitor and industry developments in general, and ensures that pertinent information is brought to the attention of other managements concerned. He provides guidance to the divisions on their operations and keeps them informed on matters which may affect their objectives, plans, programs, and operations. He coordinates producing matters for assigned divisions with other functions and activities. He ensures that qualified personnel are in responsible positions and assists in securing qualified personnel to meet the requirements of the divisions. He serves as advisor to divisions on matters dealing with employee contracts and labor relations.

JAMES NEWMAN (Jim)

Director of Human Resources - Components & Materials Group  
Westinghouse Electric Corporation

B. A., Wesleyan University, Middletown, Connecticut  
M. S., Columbia University, New York

Mr. Newman worked for 28 years in manufacturing and personnel with Westinghouse Electric Corporation; then left Westinghouse to become Vice-President, General Manager of development and operating company in the Bahamas for 3 years. He came back to Pittsburgh and was a Professor of Marketing and Management for 6 years. In May 1977, Mr. Newman returned to Westinghouse as Director of Human Resources - Components & Materials Group.

In his present position, Mr. Newman assists the Executive Vice-President in evaluation, development and selection of key personnel; monitor and advise operating management on compliance with Government regulations involving human resources; advises operating management on personnel and union relations matters; etc.

Mr. Newman received the Bishop's Plaque (Diocese of Buffalo, NY); participates on Board of Directors Urban League (Buffalo, NY); coaches tennis; and is active in Republican Party and conservative political activities.

ROBERT H. NORTHCUTT, JR. (Bob)

Director of Financial Operations  
Lockheed-California Company

C. P. A. 1962  
M. B. A., Accounting, 1970, Georgia State University  
B. B. A., Business Administration, 1956, Emory University  
Executive Program in Business Administration, 1971,  
University of Southern California  
Graduate School of Management, Northwestern University  
July/August 1976

Mr. Northcutt joined Lockheed-Georgia in Marietta in July, 1963, as a Senior Accountant after practicing for several years in public accounting. In October 1965, he was promoted to Manager of the C-5 Program Analysis Department, with responsibility for C-5 program cost, budgeting and reporting. He subsequently served as Manager of the Financial Forecast Department and Manager of the Finance Staff Department at the Lockheed-Georgia Company.

In May 1970, Mr. Northcutt was transferred to the Lockheed corporate headquarters in Burbank, California, serving initially as a Senior Budget and Forecast Advisor. In December 1971, he was promoted to the position of Corporate Director of Budgets and Forecasts.

In September 1975, Mr. Northcutt transferred to the Lockheed-California Company and his present position of Director of Financial Operations. As Director he administers all Lockheed-California Company financial and accounting operations in accordance with corporate policy direction of the Senior Vice President - Finance. He establishes regulations, procedures, directives, and practices necessary for the protection of financial resources and the realization of maximum profit consistent with Company objectives.

R. E. NYSTROM (Ray)

Corporate Government Reporting Manager  
Hewlett-Packard Company

B. S. Accounting - Fresno State  
M. B. A. - University of Santa Clara

Mr. Nystrom has served as controller of the Hong Kong manufacturing and test facility of Teledyne Semiconductor; Accounting Manager, Corporate Planner and Internal Auditor for the Ampex Corporation; and Staff Accountant for the Oakland, California, office of Coopers and Lybrand.

He is the Corporate Government Reporting Manager for Hewlett-Packard Company, Palo Alto, California, and is responsible for overall government reporting activities of the Company (excluding tax & SEC reporting). Principal government agencies include FTC, Department of Commerce, Renegotiation Board, Cost Accounting Standards Board, Department of Labor, Department of Defense and Federal Reserve Bank.

He is currently the Vice President, Education and Professional Development for the Peninsula Palo Alto Chapter of the National Association of Accountants, and a member of the California Society of CPA's and the American Institute of CPA's.

RONALD W. O'KEEFE (Ron)

Division Counsel - Construction Materials Division  
General Electric Company

B. A., St. Norbert College  
B. S. E. E., Marquette University  
J. D., Georgetown University

After graduation from Marquette University, Mr. O'Keefe received several assignments on General Electric Company's Technical Marketing and Engineering programs. Upon completion of a two-year military tour as an officer in the Army Corps of Engineers, he attended Georgetown University Law School. Since award of law degree, Mr. O'Keefe has been a member of the General Electric Company's legal staff with the Company's computer, instrumentation, automation, and transportation businesses, and recently assumed the responsibilities of Counsel to General Electric's Construction Materials Division.

Mr. O'Keefe is presently responsible for supervising the work product of other attorneys and providing legal services to General Electric's Construction Materials Division.

EDWIN C. PARKER (TED)

Vice President - Finance & Chief Financial Officer  
Gould Inc.

BBA University of Michigan, Ann Arbor (1954)  
MBA University of Michigan, Ann Arbor (1955)  
Stonier Graduate School of Banking, Rutgers University (1967)  
U.S. Navy- Lt. (j.g.) (1955-1958)

Mr. Parker joined Harris Trust and Savings Bank in 1958 where he was a commercial loan officer to February, 1966. In February, 1966, he joined Marshall Field & Co. as Assistant Treasurer where he served concurrently as acting Treasurer and as Manager, Customer Accounts and Services Division. Mr. Parker joined Gould Inc. in October, 1971 as Corporate Director of Finance. He was promoted to Treasurer in September, 1972 and continued in that capacity until February, 1974.

In February, 1974, Mr. Parker was elected Vice President - Finance and Chief Financial Officer of Gould -- he serves on the Management Committee and Operating Committee.

Mr. Parker is a member of the Board of Directors of Banco di Roma (Chicago), a Director of the Chicago Chapter of the U.S.O. and the Illinois Humane Society. He is also a member of the Economic Club of Chicago, Knollwood Club and the Mid-America Club.

ROBERT R. PAUL (Bob)

Director of Materiel  
Lockheed-California Company

Business Administration - 3 years at L.A. City College; Valley College; California State College at Northridge; University of Southern California - Lockheed Management Institute - 3 weeks; Northwestern University Executive Program - 4 weeks.

Mr. Paul has had 18 years of experience in the Materiel Branch of the Lockheed-California Company in Burbank, California. He has held the following related positions: Buyer, Senior Buyer, Subcontract Administrator. He was a Purchasing Agent on P-3/F-104 Subcontracts, the AH56A (Helicopter) Major Structures and Weapon Support; Manager of L-1011 Subcontracting Department and General Purchasing Agent on L-1011 Subcontracts; Assistant Director of Materiel and Director of Procurement on the L-1011. Mr. Paul spent 2 years on foreign assignment as European co-production Program Manager on the F-104 Program.

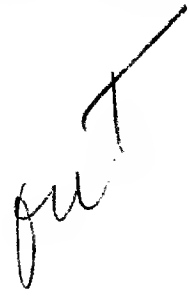
For the past year, Mr. Paul has been Director of Materiel and in this position is responsible for executive direction and control of procurement, receipt and storage of all purchased materials, equipment and services and for all traffic and transportation matters pertaining to movement of material and personnel; organizing, staffing, establishing policy and practice, establishment and performance against budgets, management of supplier relationships, interbranch relationships and all matters related to management of inventory, scheduling, pricing, acquisition and accountability for and availability of material, parts, equipment, systems and services.

Mr. Paul is a Council Member of the Bethlehem Lutheran Church (Northridge) and a Member of the Board of Directors for Big Pines Ski Club.



W. BERNARD PIEPER (Ber)

Group Vice President  
Brown & Root, Inc.



Mr. Pieper attended Rice University.

He has over 20 years experience in design and construction engineering for both foreign and domestic installations, including extensive work involving land and marine oil and gas transmission lines, compressor and pumping stations, coastal and offshore marine terminals, dock and harbor projects, industrial plants, and petroleum plants.

Management experience has included general administrative supervision and direction of projects involving oil and gas production, marine facilities and pipelines.

Currently Mr. Pieper is responsible for the overall corporate management of engineering and construction of petroleum and chemical projects, both foreign and domestic.

Mr. Pieper is a Registered Professional Engineer

JAMES F. REINHARDT (Jim)

Director of Contracts and Business Affairs  
General Telephone and Electronics  
Satellite Corporation

B.A. degree in Economics, Princeton University (1967); MBA in Finance,  
Harvard Graduate School of Business (1974).

Mr. Reinhardt joined General Telephone and Electronics (GTE), in the summer of 1973, as Personnel Supervisor in Tampa, Florida where he developed a five-year personnel requirements plan and conducted management salary level and organizational review. In 1974, he became the Senior Projects Analyst for the GTE Service Corporation, an administrative and operational support company to all GTE subsidiaries, in Stamford, Connecticut. In this capacity he was responsible for conducting special operations studies and recommending courses of action. He co-authored and edited the GTE submission to the Federal Communications Commission concerning the impact of competition in the telephone industry and received a citation of appreciation from the U.S Independent Telephone Association for work done in connection with industry-sponsored study.

Since early 1976, he has been Director of Contracts and Business Affairs for the GTE Satellite Corporation, also in Stamford. His responsibilities include the negotiation and administration of operating agreements with other communication common carriers, procurement contracts with suppliers, business planning, and development of tariff and pricing information. He has negotiated a revenue sharing agreement with American Telephone and Telegraph, a facilities lease with Hawaiian Telephone Company, and acted as the proposal manager for a successful competitive bid to Defense Communications Agency for a satellite communications system. He has also participated as principal in the development of the overall business plan for the corporation.

He is an Assistant Professor of Accounting, Adjunct Faculty, at Sacred Heart University in Bridgeport, Connecticut, a Lieutenant Commander in the Naval Reserves, and serves on the Alumni Recruiting Committee for the Harvard Business School.

Mr. Reinhardt will be serving as a Congressional Assistant in Washington during the Second Session of the Ninety-Fifth Congress; he will be on loan to the staff of a Congressional Committee under the auspices of this executive development program sponsored by The Conference Board.

GEORGE H. SCHOFIELD (George)

General Manager - Mechanical Drive Turbine Department  
General Electric Company

B. S., University of Vermont

Mr. Schofield joined the General Electric Company on the Financial Management Program after graduating from the University of Vermont. After several assignments as a travelling auditor, he was appointed Manager of Finance for GE's Household Refrigerator Department in Louisville, Kentucky. In 1968, he was appointed Manager of Finance for the Steam Turbine-Generator Financial Operation in Schenectady, and in 1972 he was named General Manager of the Medium Steam Turbine-Generator Products Department in Lynn.

Mr. Schofield assumed his present assignment as General Manager of the Mechanical Drive Turbine Department in Fitchburg, Massachusetts, in 1975. He has a full scope of responsibility for all activities, including marketing, engineering, manufacturing, finance, employee and union relations, and operational planning for the Mechanical Drive Turbine Department, which has approximately 1300 employees, including a satellite plant in Bangor, Maine.

Mr. Schofield is Chairman-elect of the Greater Fitchburg Chamber of Commerce.

KARL E. SCHWARZ

General Manager  
Scientific Instruments Division  
Hewlett-Packard Company

B.S. degree in Mechanical Engineering, Stanford University (1955); M.S. degree in Mechanical Engineering, Stanford University (1959). Santa Clara University Management Program (1962).

Mr. Schwarz joined Hewlett-Packard in 1959 upon completion of graduate work at Stanford and after three years active duty in the U.S. Navy where he served on board a destroyer in the role of Engineering Officer. At HP he first worked on a number of projects in the R&D Department of the Dymec (Systems) Division of HP. Subsequently he took a series of assignments in the Manufacturing Department. In 1963 he was promoted to Manufacturing Manager of the Dymec Division.

In 1965, he transferred to Yokogawa Hewlett-Packard in Tokyo, the company's Japanese joint venture affiliate. Here he served as "co"-department manager in Manufacturing, Research & Development, and later in Marketing. In 1968 he was elected as a director of Yokogawa Hewlett-Packard.

In 1970 he was assigned the project of establishing a European computer manufacturing facility for HP in Grenoble, France, where he held the position of General Manager until 1976.

In 1976 he returned to the United States to the function of General Manager of the Scientific Instruments Division of Hewlett-Packard. This division has responsibility for gas chromatograph/mass spectrometer development, manufacture, and marketing. GC/MS instruments are used for the precise determination of organic materials in environmental, biomedical, and chemical research.

EDWARD L. SIMONS (Ed)

Manager-Environmental Protection Operation  
General Electric Company

B.S., 1941, College of City of New York  
M.S., 1943, New York University (Chemistry)  
Ph.D., 1945, New York University (Chemistry)

Dr. Simons served as a research chemist on the Manhattan (atomic bomb) project (1944-1946) and as a chemistry professor at Rutgers University (1946-1951). He joined the General Electric Research Laboratory in 1951 and during the next twenty years carried out research and consulting activities in analytical chemistry, corrosion, and electrochemistry. He also managed the R&D Center's Fuel Cells Program. In 1970, he served as the full-time staff member of GE's Corporate Environmental Task Force.

In September 1971 he transferred to GE's Environmental Protection Operation, where he established and became Manager of an Environmental Information Center. In that position, he was responsible for providing a mechanism by which the large amount of environmental information and data that reaches EPO from GE, government, and outside sources could be evaluated, interpreted, and organized into packages of pertinent information that would be useful to GE personnel concerned about particular aspects of environmental protection.

Since March 1973, Dr. Simons has been Manager of the Environmental Protection Operation, which has responsibility for monitoring, counseling, appraising, and reporting on the environmental protection programs at General Electric's more than 200 plants and facilities throughout the United States and abroad. Its staff provides technical, legal, and informational services on environmental matters to Company components.

He is a member of the American Chemical Society and the American Association for the Advancement of Science. He is the author or co-author of more than 40 technical and scientific publications, and is a member of the editorial advisory board of "Pollution Engineering."

HENRY W. SULLIVAN

Manager Residuals/LPG Business Center  
Oil Products Organization  
Shell Oil Company

B.S. Cooper Union  
Ph.D. New York University

Mr. Sullivan joined Shell Chemical in 1965 in New York and had assignments in Emeryville, Ventura, St. Helens, Norco, Houston and Head Office (New York) engineering before being appointed Technical Department Manager at Geismar, Louisiana Plant in 1970. He had a special assignment in Shell Chemical Staff Administration for 1972 until he was named Manager Manpower Planning Services, Employee Relations Organization in February 1974. He was appointed Business Manager, Hydrocarbon Utilization Business Center in November, 1975 and assumed his present position as Manager Residuals/LPG Business Center in January, 1977.

R. NEAL TRAVIS (Neal)

Division Manager-Business Office South  
South Central Bell Telephone Company

B. S., University of Alabama

Mr. R. Neal Travis graduate from the University of Alabama in 1959 with a B. S. degree in Industrial Management. Immediately upon graduation, he was employed by South Central Bell Telephone Company as a college trainee and began his assignment in Mobile, Alabama. He had various managerial assignments in Birmingham, Alabama, and was then moved to Huntsville, Alabama, where he was Group Manager and District Commercial Supervisor. He returned to Mobile in 1967 as Division Commercial Supervisor and served as Mobile's District Manager. During 1976, Mr. Travis served as District Manager-Montgomery.

In February, 1977, he was made Division Manager-South Alabama. This position is responsible for organizing, directing and coordinating the operation of four districts and a division staff in meeting the business office responsibilities in the South Alabama area. The South Alabama area consists of four District Offices, twenty-three offices and 48 exchanges, 517 employees and 463,000 accounts. The area covers the northern end of the state at Ft. Payne to the southern tip at Mobile and includes accounts of Alabama, Mississippi, Florida, and Georgia.

Mr. Travis participates in various civic and social organizations, and has served as president and on board of directors of a number of groups.

B. F. WEATHERLY

Vice President - Administration  
Brown & Root, Inc.

B. S. Accounting, Mississippi College; M. A. University of  
Mississippi

Mr. Weatherly joined Arthur Andersen & Co., in August, 1967, upon completion of his Master of Accountancy degree. During approximately seven years with Arthur Andersen & Co., he progressed from an audit assistant upon joining to the position of audit manager. In March, 1974, he joined Brown & Root, Inc. where his experience has been primarily in financial and administrative management of the corporate division responsible for European and West African marine operations.

In June, 1977, he returned to Houston, Brown & Root's home office, where he is currently responsible for the corporate operations of the Personnel, Data Processing, and Systems and Procedures departments.

Mr. Weatherly is a member of the American Institute Certified Public Accountants, Texas Society of Certified Public Accountants, TSCPA-Houston Chapter, and the Mississippi Society of Certified Public Accountants.



C. ROBERT WIESER (Bob)

Director, Advanced Weapons Programs  
McDonnell Douglas Astronautics Company

B. S. and M. S., Electrical Engineering, Massachusetts Institute of  
Technology, 1940

From 1942-1968, Mr. Wieser was employed by M. I. T., first in the Servo-mechanisms Laboratory (1942-1949), then in the Digital Computer Laboratory (1949-1951), and later in the Lincoln Laboratory (1951-1968). He worked on military fire control, air traffic control, air defense, and ballistic missile early warning. He was appointed Deputy Director of Lincoln Laboratory in 1967. From 1968-1971, Mr. Wieser worked for the Director, Defense Research and Engineering in the Department of Defense. He was responsible for review of R&D objectives, budgets, and progress of all military systems under development for defense of the Continental United States. His responsibility included ensuring that there was an integrated R&D program based on low-risk technology plus adequate exploratory development programs for more advanced follow-on systems.

In 1971, Mr. Wieser joined McDonnell Douglas, currently as Director, Advanced Weapons Programs. He is responsible for engineering innovative tactical weapons and weapon systems.